

STARTING STRONG

Slingshot
Memphis
Year in Review
2017



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Dear Slingshot Memphis Stakeholders,

Our mission remains clear: to apply investment principles - quantitative and qualitative analysis - to disrupt our city's persistent cycle of poverty. Specifically, we identify, fund, and accelerate a growing portfolio of organizations with highly effective solutions that improve the quality of life for Memphians living in poverty.

As we work to develop our data-driven approach, we are reminded of two recently-announced data points: Memphis leads the nation in overall poverty, and poverty among children.¹ The reality that these statistics reflect is wholly unacceptable and a great burden for our city, but it also presents an opportunity: that everyone - fighters and funders - begin working in unison to double-down on the poverty alleviating solutions that generate the highest return.

At Slingshot Memphis, we collect and interpret meaningful data alongside our nonprofit partners. Over time, we hope that our analyses will help nonprofits and investors alike better identify which interventions create the most impact per dollar of costs. We believe that this work will put all of us in a better position to invest our limited resources in the most effective manner possible.



Justin Miller
Founder/CEO



"There is so much work to do in the fight against poverty and precious few resources for this work. I've come to believe we have a moral obligation in putting our limited personal capital into programs that are proven to generate the most return in alleviating poverty —treating these investments like other financial investments. I am thrilled to join Slingshot - and my hometown of Memphis—in this approach to disrupt the way we give, and to disrupt poverty itself."

Paul Tudor Jones, Investor, Founder of the Robin Hood Foundation and Ex-Officio Board Director at Slingshot Memphis.

¹ Among Metropolitan Statistical Areas with populations of at least 1,000,000.

Establishing a Methodology

Early in our work here at Slingshot, we recognized that explaining our methods required taking several steps beyond what most of our audiences had heard. This is not simply measuring the number of people who graduate from some program or another, or how many meals were served at a shelter. Our methods had to take into account many other important factors, ones that standard nonprofit measurement typically ignores: the pre-treatment condition for nonprofit program participants; the number of alternatives to a given program's work; the network of organizations that partner to create positive outcomes. For many people, this was new.

Our monetization work relies heavily on that of the Robin Hood Foundation, New York's largest poverty fighting organization. Their tools, research, and ongoing counsel have proven invaluable to our early work.

While leveraging Robin Hood's resources, as well as resources from other like-minded organizations across the country, we have also been developing entirely new tools and processes. Among these innovations, we are most excited by the Slingshot Universal Algorithm (SUA).

The Slingshot Universal Algorithm (SUA) is divided into four broad sections:

1. Beneficiaries impacted
2. Impact shadow price
3. Ecosystem discount
4. Adjusted time horizon

Each of these sections captures some aspect of how nonprofit organizations add value to the lives of their participants. Section 1 measures the number of people who are actually affected by an intervention, as opposed to the (often) larger number of people who simply receive the intervention. Section 2 captures the net value added, which takes into account the post-intervention outcome as well as the pre-intervention state for those individuals from section 1. Next, section 3 factors in the other organizations and interventions that contribute to the success of the program in question. Last, section 4 measures any future benefits that an intervention might create, and discounts them into present value terms.

Slingshot Universal Algorithm

| | |
|-------------------------------|--|
| Beneficiaries impacted | $[G * (P(\text{outcome}) - C_{\text{outcome}}) * \prod_{i=1}^{\theta} (\gamma_i * \varphi_i)]$ |
| * | * |
| Impact shadow price | $[\mu_{\text{payoff}} - C_{\text{benefit}}]$ |
| * | * |
| Ecosystem discount | $[(1 - C_{\text{treatment}}) * I_c * I_a * D_c * D_e]$ |
| * | * |
| Adjusted time horizon | $[\sum_{\lambda=\alpha}^{\omega} (\frac{\prod_{k=0}^m (1 + g_k)}{\prod_{l=1}^n (1 + g_l)})^\lambda]$ |

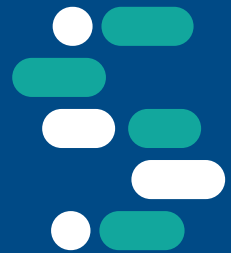
Among other benefits, the SUA streamlines the often daunting process of impact monetization. Thus, it allows us to scale our reach, and therefore multiply our impact, while using less bandwidth. Equally important, whereas many efforts to scale diminish quality, we believe the SUA facilitates a high degree of accuracy relative to cost.

One additional benefit of the SUA has been a more clear roadmap of what data are available and what are missing. This has helped our team prioritize our energy and shed light on areas of great need, such as baseline information and time horizons.

Of course, like any model, the SUA is only as good as its inputs. We acknowledge the challenges involved in collecting relevant and clean data. Furthermore, we recognize that the efficacy of any model is driven largely by the assumptions that it makes, and therefore narrowing our margin of error is predicated on finding better, more accurate data.

We want the local market to improve its use of data in making decisions, and an effective way to do so, we think, is with the SUA. This being said, our work on the SUA is far from complete. We will be refining and expanding this work for years to come. But this early framework is already equipping us to generate “good enough” results and reduce our margin of error with continued use.

*We are offering a
fundamentally different
and new way for
Memphians to invest in
the fight against poverty
in our city.*



Because poverty is a multifaceted phenomenon that touches tens of thousands of people in our community in a variety of ways, we are targeting four key areas to leverage impact and diversify our poverty alleviation portfolio:

- 1. Jobs / Economic Security**
- 2. Education**
- 3. Early Childhood / Youth**
- 4. Stabilization**

Our data-driven approach toward disrupting poverty in Memphis hinges on our ability to successfully pinpoint nonprofit partner organizations with the evidence or capacity to implement the most effective interventions that lift and keep Memphians out of poverty. To unlock maximum potential, Slingshot equips our partner organizations with data-driven technologies, technical assistance, capable personnel, and other support.

To date, we have exceeded expectations in this aspect of our mission. For several reasons, our first set of nonprofit partners are proving to be invaluable. Indeed, they chose us as much as we chose them.

“Slingshot Memphis is working very hard and diligently to align strategies that will benefit and make the most impact on our vulnerable populations in the community”

*- Sandra Madubonwu, Director, Maternal-Child
Le Bonheur Children’s Hospital | Nurse-Family Partnership*

Selecting Partners

Jobs/Economic Security

Advance Memphis



Advance Memphis serves the community in which it is based - the 38126 zip code, located in south Memphis and once one of the poorest in the United States. Their headline program centers around job training and placement, although they provide many other services that support acquiring and retaining gainful employment, such as anger management classes, individual and family counseling, substance abuse support, and financial literacy coaching. Further, they have a burgeoning entrepreneurship program and small business incubator, both of which show early promise in helping to launch successful and sustainable businesses.

Upon entry in their job-training program (“Work Life”), most enrollees report no labor market income (although many receive government benefits) and most are unemployed. This year, the average wage paid to Advance Memphis graduates is \$10 per hour, which is nearly a living wage in Memphis.



The warehouse at Advance Memphis, where participants receive job-training in forklift operation and other logistics tasks.



A recent group of graduates from the Faith and Finances financial literacy class, with members of Advance Memphis’s staff and mentors.

Selecting Partners

Education

Communities in Schools of Memphis



Communities in Schools of Memphis (CISM) is part of the national Communities In Schools network, known as the leading dropout prevention organization in America. It works to remove the non-academic barriers that prevent student

success in the classroom. In partnership with local school districts, CISM provides daily school-based support to students in grades K-12 to address academic failure, truancy, behavioral issues, social service needs, and more.

CISM Site Coordinators, positioned in each participating school, are responsible for identifying the barriers students face and strategically aligning and delivering needed resources so that teachers can teach and students can focus on learning.

Living in poverty puts students at a heightened risk of dropping out - even at the elementary school level. On average, a high school graduate in Tennessee earns around \$7,800 more each year than a high school dropout.² In providing children with opportunities to better their circumstances through education, CISM helps students break the cycle of generational poverty and improve our community as a whole.³

Communities in Schools' site coordinators are there to identify and help address barriers to a student's success — barriers that can vary widely from student to student.



²<http://statisticalatlas.com/county/Tennessee/Shelby-County/Educational-Attainment>. Retrieved January 16, 2018. This dollar amount is a weighted average, and takes into account the nominal difference in median earnings for those with high school diplomas versus those without, as well as the average employment rate for each group.

³"The Economic Impact of Communities in Schools," Economic Modeling Specialists, Inc., May 2012

Selecting Partners

Early Childhood/Youth Nurse-Family Partnership



Nurse-Family Partnership (NFP) is housed at LeBonheur Children’s Hospital and is also part of the national NFP network. This means that the nurses employed at NFP work within the national model as they apply it to local conditions. Basically, this model targets first-time moth-

ers-to-be living in poverty, and provides medical care and parental training for mom and child until the child’s second birthday. This approach has proven successful via numerous external evaluations,⁴ some of which use data from Memphis.

NFP changes lives by increasing the likelihood of healthy, full-term births, and robust infant and toddler development. Their nurses provide coaching and support to the mothers in their network and act as advocates for them and their children. These practices have been shown to reduce the likelihood of arrest (for both mothers and children), increase educational achievement and lifetime earnings, and improve participant’s overall quality of life.⁵ Further, because a mother, child, and nurse might be paired for as long as two-and-a-half years, there are very real relationships that develop and which extend beyond the term of participation.



Mothers and their children in the program attend a graduation ceremony with their nurses.

⁴ <https://www.nursefamilypartnership.org/about/proven-results/published-research/>. Retrieved January 16, 2018

⁵ Olds, D., Eckenrode, J., Henderson, C., Kitzman, H., Powers, J., Cole, R., Sidora, K., Morris, P., Pettitt, L. and Luckey, D. (1997). Long-term effects of home visitation on maternal life course and child abuse and neglect. *Journal of the American Medical Association*, 278(8), 637-643.

Selecting Partners

Stabilization

The Purdue Center of Hope, Salvation Army of Memphis

The Purdue Center of Hope (PCH) is one of several local programs administered by the Salvation Army of Memphis. It contains many programs, including three unique shelters for homeless single women and mothers with children, a successful addiction treatment center, various programs targeted at children, plus the Angel Tree holiday gift donation program. But where the staff and leadership of the PCH really excel is caring for the most vulnerable people in our community, and doing so with grace and compassion. Simply providing shelter to homeless individuals acts as a vaccine against disease, victimization, and various other indignities. However, unlike many other shelters across the country, the PCH goes well beyond simply providing room and board and truly seeks to heal the individual so that they can achieve stability and prosperity.



The needs of the children at the center are a high priority, and they are addressed by both staff and volunteers.



More than just a shelter, the center provides the treatment and training that helps participants graduate to a stable life.

Each year hundreds of women and children pass through the doors of the PCH, many from sleeping in cars, on benches, or a series of couches. While not all need or receive the same intensity of treatment, a significant percentage go on to be placed in permanent housing, an outcome that provides the stability to support long-term successes in other areas of life, like work, school, and family.

We are partners in the fight.

We have been working alongside our nonprofit partners since January 2017 and we remain humbled by their willingness to take calculated risks and embrace discomfort in the pursuit of change, through increased transparency, improved data collection, and better reporting.

We are thankful for and inspired by our nonprofit partner organizations. They are fighting on the front lines in the war against poverty, while being willing to be more transparent and constantly pursue interventions with demonstrable evidence of impact. Such discomfort is very real but can create positive change in its wake.



***We are already amplifying
the high-impact interventions
being provided by our
partner organizations—
allowing them to serve and
empower more of our most
under-resourced neighbors.***

Our 2017 Investments

In our first year of operations we raised and invested \$500,000 in the fight against poverty, thanks to our growing number of like-minded investors. This far exceeds the first-year investment levels by similar organizations in other cities. Based on our estimates, we decided that investing in all of our 2017 partner organizations was well justified. Each has proven that it is serving a very vulnerable population and is striving toward best practices and the efficiencies that drive positive returns.

Our 2017 investment allocation decisions were based on a number of factors, including:

A. Partner Organizations.

Their respective performance, needs, budget size, scalability, fiscal sustainability (i.e., the ability to access public dollars and / or generate revenue for services), and so on.

B. Slingshot Memphis, Inc.

- a. The amount of impact fund dollars available.
- b. Short-term benefits, i.e., an impressive return-on-investment for Slingshot investors.
- c. Long-term benefits, i.e., gaining buy-in with the nonprofit community through sincere engagement and fundraising.

Most importantly, we believe our investment strategy is amplifying the high-impact interventions being provided by our partner organizations, thus allowing them to serve and empower more of our most under-resourced neighbors.

The beneficiaries from these interventions range from infants and toddlers to school-age children; young adults and first-time mothers to jobless individuals with criminal records; homeless mothers, children, and families to recent high school graduates headed to college. They live in nearly every corner of our city and constitute a representative sample of our neighbors who happen to live in poverty.

Following our motto - "Measure, Invest, Improve, Repeat" - monies from our Impact Fund are invested on an annual basis. The amounts invested depend on our ability to fundraise, the performance of any given affiliate or investee, and the emergence of promising new affiliates who might compete for our limited funding.

Disrupting Our Way Out of Poverty

We are not a grant-making organization. The funds that we raise in the community are solely for our Investee Partners and come from our Impact Fund; all of our operating and fundraising costs are covered by our Launch Funders, alongside our Board of Directors. This means that every dollar invested in our Impact Fund will directly impact our city's highest-performing poverty-fighting organizations.

Further, we refer to the funds that we allocate to our Investees as "investments," because that is exactly what they are. The Investees that receive those funds have shown themselves to be successful at improving the lives of the people they serve. If we are really going to move the needle in the fight against poverty, we have to find (and fund) the organizations that are most effective at helping to lift people out of poverty, and empowering them with the wherewithal to stay out.

We also invest this money as quickly and expeditiously as possible, in order to capitalize on the compounding interest of human life. Just as earlier investments in equities grow faster due to compounding interest, earlier investments in poverty reduction can reduce more suffering over time. We don't wait.

Finally, our data-driven analysis provides investees a tool by which to achieve consistently powerful outcomes, and it does so in a way that gives donors clear evidence (good or bad) about the impact of their actions. Slingshot Memphis has chosen this rigorous and humble approach in order to provide donors with the confidence and satisfaction that comes from achieving measurable results in community.



Harriet McFadden, Board Chair for Slingshot Memphis meets Nick Arevalo, Manager of Impact and Learning at Tipping Point, San Francisco – a sister organization in this disruptive new way to fight poverty.

Why give to Slingshot Memphis?

We recognize that our community has many needs, and that there are many other nonprofits in our area that are doing amazing work. By all means, keep directly supporting nonprofits that are fighting poverty in our city, including those in our portfolio.

However, here are some reasons why you should consider investing in our Impact Fund for 2018.

1. Slingshot has the potential to become the most effective way to positively impact how we invest funds in nonprofits, and how those funds are used, via more informed donors, increased transparency, and the power of analytics.
2. Based on the Robin Hood Foundation's work, Slingshot is positioned to attract dollars from outside our community that would not be invested in our city otherwise.
3. Aside from helping our partners secure additional streams of revenue, we help them maximize impact via the analytical tools we are creating. This is the core of our work.
4. Because the needle of poverty is hardly moving, and that needs to change.

To lift the maximum number of our impoverished neighbors out of poverty — and keep them there — our investors, big and small, are doubling down on the people and organizations that make the most impact.

Helping measure and monetize poverty alleviating outcomes alongside our partner organizations is intellectually stimulating, and at times fun, but it does not come without discomfort. For a host of reasons, it is less taxing to evaluate impact in “traditional” ways, such as looking only at outputs, anecdotal stories, or just what feels right. In that sense, it is more comfortable to gravitate toward that which already exists - to take the path of least resistance.

However, in agreement with entrepreneur and investor Robert Arnott, we at Slingshot embrace the notion that “[w]hat is comfortable is rarely profitable.” Stakeholders at Slingshot Memphis - our team, nonprofit partners, and investors - are not looking for comfort.

Meet Our Stakeholders



Tommie and Billy Dunavant

“I have been a fan of my cousin Paul Tudor Jones all his life, so when he started the Robin Hood Foundation in New York, I not only applauded him but supported him. Then, when I first heard of Slingshot Memphis and that it would be modeled after Robin Hood, I knew that I was on board. Two reasons underscored my support: my desire to honor Paul in his hometown, and to see the impact that this model of giving could have in our city. I can see after just one year of operations what is truly possible.”

- Billy Dunavant, Community Leader and Seed Funder

We are proud to name the people and organizations whose support is making our work possible. These include our:

- **Launch Funders**
- **Impact Funders**
- **Board of Directors**
- **Ex-Officio Board of Directors**
- **Impact Council**
- **Staff**

We are deeply grateful for their involvement in Slingshot Memphis.

Launch Funders - The following persons, alongside our Board of Directors, are currently covering all operating and fundraising costs. Their investment guarantees that every cent of every dollar invested into Slingshot’s IMPACT FUND will directly impact our city’s highest-performing poverty alleviating programs.

- Katherine and John Hull Dobbs, Jr.
- Tommie and William “Billy” Dunavant, Jr.
- Linda and Frank Smith

Meet Our Stakeholders

Impact Funders - Knowing that our nonprofit partners require additional, ongoing streams of revenue to maximize poverty alleviating outcomes, the following investors have joined our mission. This fund allows us to aggregate community dollars, mobilizing every level of donor, from one dollar to \$10 million.

- Oscar and Jocelyn Atkinson
- Robbie Averwater
- Sarah and Howard Benz
- Kelly and Blake Bourland
- Elizabeth Boyle
- Boyle Investment Company
- Mary and Brian Chancellor
- Hank Clay
- Harvey Cook
- Miller and Hunter Cowan
- Adam Crawford
- Nancy and Glenn Crosby Charitable Fund
- Angie and Will Deupree
- Tommie and Billy Dunavant
- Robert J. Fenton
- Blair and Dallas Geer
- Janet Gerber
- Elizabeth and Ed Gillentine
- Liz and Ross Glotzbach
- Jimmy Gould
- Grow Marketing
- McKee Humphreys
- Rob Hussey
- J.R. Hyde III Family Foundation
- Peggy and Pat James
- Rubye and James Knight
- Kim and Tom Latkovic
- Britton and John Laughlin
- Stinson Liles
- Ellen and B.J. Losch
- Andrew Marino
- Annie McFadden
- Snow and Henry Morgan
- Brandon and Joe Morrison
- Lauren and Andrew Patterson
- Natalie and John Pettey
- Jennifer Phillips
- Lynn Ryan
- Melanie and Doug Schrank
- Caitlyn and Josh Shores
- Claudia and John Sims
- Kyle Slatery
- Karen Smith
- Linda and Frank Smith
- Susan and Chuck Smith
- Carey and Brad Snider
- Anne and John Stokes
- Jennifer and Calvin Sullivan
- Sarah and David Thompson
- Elizabeth and Josh Trapp
- Beverly and Randy Wade
- John “Tripp” Westmoreland III
- Alison and Jimmy Wetter
- Carole and Dodd Williams
- Magnolia Winkler

Meet Our Stakeholders

Board of Directors

Meg Thomas Crosby, Principal, People Cap Advisors

Tommie Dunavant, Board Director, Slingshot Memphis

Thomas Latkovic, Senior Partner, McKinsey and Company

Harriet McFadden, Board Chair, Slingshot Memphis

Gretchen Wollert McLennon, President and Founder, DI Studios

Will Thompson, Principal, NFC Investments, LLC

Ex-Officio Board of Directors

John Hull Dobbs, Jr., Founder and President, Dobbs Equity Partners, LLC

William “Billy” Dunavant, Jr., Chairman of the Board, Dunavant Enterprises, Inc.

Paul Tudor Jones, II, Founder, Tudor Investment Corporation and Robin Hood Foundation

Impact Council

Roshun Austin, President / CEO, the Works, Inc.

Christopher Capel, Director of Collective Impact and Continuous Quality Improvement,
Communities in Schools, Memphis

Hunter Cowan, Fixed Income Broker, Raymond James

Dorothy Cox, Community Liaison, Rhodes College

Jeremy Park, President, cityCURRENT

Darren Thomas, Associate Director of Annual Giving, Rhodes College

Staff

Yoan Anguilet, Chief Data and Strategy Officer

Doug Campbell, Chief Knowledge Officer

Cynthia Esposito Lamy, Chief Impact Officer

Justin Miller, Chief Executive Officer



Join the movement.



Our donors know that every penny of their investment goes 100% into the fund — and then on to the highest-performing poverty-alleviating programs in Memphis.

Appendix: 2018 Affiliate Partners

We are very excited to welcome our second group of Affiliate Partners, all of whom are serving our community in the fight against poverty.

Stabilization

Alpha Omega Veterans Services



Alpha Omega Veterans Services exists for the express purpose of assisting homeless and disabled military veterans in their struggle to regain their independence and to reintegrate back into society. Our stated mission – “Helping Veterans Help Themselves” – is reached by providing services at our six facilities that are specifically designed to meet each veteran’s physical, social, and psychological needs to promote their health, security, happiness, and usefulness in society: the Drop-in / Outreach Center, with 19-beds for transitional housing; an 8-bed hospice-palliative care facility known as “Life-House” that serves our medically fragile veterans; and four permanent supportive housing facilities; a 32-unit apartment style complex, 8 townhouses, a 10-single resident occupancy (SRO) facility designed for the chronically homeless, and a 15-bed facility situated in a converted residence. <http://alphaomegaveterans.org>

Jobs/Economic Security

The Collective



Shelby County has over 45,000 young adults, aged 16-24, who are out of school and out of work. Nearly half of these young adults are in poverty, and only 1% will obtain an Associates Degree by the time they are 28, which leads to living wage careers. The Collective was started in 2017 to solve this crisis in three fundamental ways. First, The Collective partners with young adults to support them in getting to their dreams and to in-demand careers making a living wage. Second, it engages with employers to build career pathways and ensure that young adults have meaningful work opportunities. Finally, The Collective works to change systems by elevating the voices of young adults and their ideas on how to fix a broken system. As a membership organization, The Collective is led by young adults and addresses poverty in Memphis by investing in their ideas directly. Its vision is that every young adult has the power to live their best life and the tools to make that a reality. <http://changeiscollective.org>

Appendix: 2018 Affiliate Partners

Stabilization

Just City



Just City was founded in Memphis in 2015 to advance policies and programs that strengthen the right to counsel and mitigate the damage caused to families and communities because of contact with the criminal justice system. Inspired by and aligned with the local public defender's office, Just City serves public defender clients and others who are or have been in contact with the criminal justice system to help them achieve economic self-sufficiency and reduce their chances of re-offending. We advocate for a smaller, fairer, and more humane criminal justice system. We pursue reforms that will help eliminate wealth-based disparities in the criminal justice system. <http://justcity.org>

Early Childhood/Youth

Juvenile Intervention and Faith-based Follow-up (JIFF)

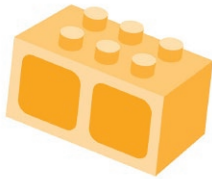


In 2003, Juvenile Intervention and Faith-based Follow-up (JIFF), was established to break the destructive cycle of juvenile crime through Christ-centered intervention. JIFF works with juvenile court-referred youth, ages 10 to 17, who are caught in the repetitive cycle of crime. Most youth served are born into poverty, live in a single parent home, are four years behind in school, don't have a positive male role model, and are close to believing life has no meaning or purpose. JIFF programs are built around earning the trust and acceptance of the youth served. Over a sixteen-week period each youth develops a life plan with guidance from a JIFF Case Mentor. After graduating from the program, a volunteer is assigned to each youth for one year as a life coach, focusing on school completion, setting life goals, and developing a vision for the future. <http://jiffyouth.org>

Appendix: 2018 Affiliate Partners

Education

Porter-Leath



PORTER – LEATH
Better Children. Better Families.

For over 160 years, Porter-Leath has been the primary resource for Memphis' at-risk children and families. By focusing on the essential building blocks of healthy development, Porter-Leath not only gives them access to the tools they need, but also a sense of hope. Porter-Leath helps build strong children and families, and a stronger Memphis through its mission of empowering children and families to achieve a healthy, optimal, and independent lifestyle. Porter-Leath meets the needs of children and families at all stages of life by focusing on forming solid foundations across six focus areas. These programs include: Preschool - Offering top-quality preschool education and wrap around support for the highest-risk children, completely free of charge, in 15 locations throughout Shelby County. Connections - Providing a safe, nurturing environment for at-risk children. Cornerstone - Increasing healthy birth outcomes and preparing families. Generations - Providing opportunities for seniors to reinvest in the lives of future generations. Teacher Excellence Program - Professionalizing the work of early childhood education. Books from Birth - Promoting kindergarten readiness and strengthening family bonds by providing high quality, age appropriate, monthly books for children throughout Shelby County from birth to age five. <http://porterleath.org>

Early Childhood / Youth

Memphis Inner City Rugby



Designed by educators and powered by coaches, Memphis Inner City Rugby (MICR) has been expanding opportunities for students in low-resourced neighborhoods since 2012. Using a Value-Based Coaching Model and strong school partnerships, MICR uses the power of a non-traditional sport to challenge students in new ways while exposing them to uncommon enrichment opportunities like yoga, travel, and team-focused tutoring. MICR also works to remove any financial or geographical barriers to rugby and the programming surrounding it. MICR alums are now pursuing degrees from some of the nation's best colleges and many have earned rugby scholarships to do so. <http://memphisinnercityrugby.org>

Slingshot

Memphis

Invest in Impact

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